

FY 2011

Arizona Statewide Strategic IT Plan

Government Information Technology Agency



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CHAD KIRKPATRICK

From the Desk of the State CIO

GITA is committed to a brighter future for all Arizonans. As the state agency for Arizona's government information technology, we see many areas where new and improved use of technology can provide better government services to Arizona's taxpayers - and at lower a cost.

Since becoming Governor of Arizona, Jan Brewer has shown leadership, vision and determination in solving our state's budget crisis. It is under her direction that the Statewide Strategic Information Technology Plan has become more focused on using technology to provide better government services at a lower cost, while protecting taxpayers' dollars.



This year's top five priorities are Efficiency & Cost Savings, Enabling the Private Sector, Citizen Engagement, Government Effectiveness and Security & Privacy. By focusing on these five goals, we can create a government that is even more cost-effective, transparent and accountable.

Many state agencies, boards and commissions collaborated to identify the technologies and best practices that are in this report. GITA is appreciative of their ideas and input. By coming together as "One Arizona Government," we will successfully implement these recommendations.

I am very excited about this plan. By adhering closely to the goals and recommendations described in the FY 2011 Statewide Strategic IT Plan, Arizona is set to confront the challenges facing us. This plan will help us make wise use of our technology resources and create a government for all of Arizona's citizens.

Chad Kirkpatrick

State CIO & Director of Government Information Technology Agency (GITA)

Executive Summary

The Government Information Technology Agency (GITA) is chartered to create the Statewide Strategic Information Technology Plan under A.R.S. 41-3504A(1). This plan is reviewed and updated annually.

In FY2010, GITA dedicated serious efforts to engage agencies in formulating a plan that is relevant to the prevailing conditions of the state and focused on providing short-term and long-term directions that are clear, measurable and achievable. Engagement has resulted in better stakeholder buy-in, creating a collaborative environment and a collective ownership of the plan. It identifies enterprise drivers, articulates a vision, sets statewide goals, describes progress made, and analyzes trends.

In the face of a deep recession, governments the world over are faced with tough choices. Leadership is challenged with providing direction under limited budgets. Government needs to be responsive and adopt new methods and tools to meet citizens' needs.

Many state agency CIOs came together to form the Statewide Strategic IT Committee. Meetings were held and a formal process was used and guided by professionals in order to produce the five goals that have been identified as priorities for FY2011. They are:



Efficiency & Cost Savings
Enabling the Private Sector
Citizen Engagement
Government Effectiveness
Security & Privacy

Efficiency & Cost Savings is the top priority this year and was the top priority last year. Savings to the taxpayer are already being achieved. As we move forward, several new areas for cost savings are becoming evident including virtualization, power management, and cellular & wired communications.

Enabling the Private Sector is the key to the economic revival in Arizona. The state is developing a friendlier business environment. At GITA, we are assisting by providing broadband enhancements, increased use of e-commerce through the State Web Portal and by streamlining the new business registration process. The state is also actively engaging the private sector to identify areas for further collaboration that ultimately benefits the citizens of Arizona.



Citizen Engagement is increasing dramatically due to the emergence of Web 2.0 technologies. Social media and networking sites can help define and influence the state. Government 2.0 includes leveraging stakeholder developed tools through exciting projects that bring government to the fingertips of the citizens. One such project, *Apps for AZ*, brings together talented software developers and creative designers across Arizona, to lend their expertise in the creation of new and interactive applications. This process strives to bring the citizens of Arizona closer to the processes of government by providing information they can use.

Government Effectiveness is a critical requirement in meeting increased demands for service delivery from an information rich society. The Commission on Privatization and Efficiency (COPE), which was established in January of 2010, is moving forward with its efforts to streamline state government operations, improve Public Safety Interoperable Communications, and Geographical Information System (GIS) enabled partnerships with different arms of government. IT Project Management and process optimization help to enhance citizens' experience with government. There has been an emphasis on professional training and certifications to keep pace with the rapidly changing world of technology.

Security & Privacy bears an importance that cannot be understated. As the custodians of citizens information, along with overall responsibility for state security, the state government is continuously working to solve issues surrounding IT security, privacy, cyber incidents, terrorism and threats with improved detection and response systems. Policies and Standards are reviewed and developed in this sensitive area relating to governance, business alignment, risk assessment, data protection, incident response, disaster recovery, compliance monitoring, awareness and training. In order to accomplish these goals, GITA will continue to work closely with state agencies.



Arizona's IT Vision

Core Values and Best Practices

GITA has established a strong set of Values and Best Practices. We have revised our Best Practices going forward to focus on objectives while revising cost decisions based on the necessity of our core values.

Strengthen and Broaden Stakeholder Engagement

We understand that the goal of increasing technological viability in the state does not happen in a vacuum. It is the product of the goals of many concerned stakeholders. It comprises the issues we have faced and encourages solutions that we endeavor to achieve together.



Streamlining Processes

Through the refinement of processes we have discovered the balance between seeking new technology and utilizing the infrastructure now in place. This can be achieved while still constructing the tenets of a stronger centralized system in the future.

Grow Our Influence Based on Strategic Priorities

The process of building collaboration has been central to our past successes and will be instrumental in overcoming the challenges of the future as GITA assists other state agencies in the many areas of IT and Project Management.

Maintain a Knowledgeable, Experienced and Accountable Team

While other state agencies' customers consist mainly of the citizens and businesses of the state of Arizona, the primary customer base of GITA and ADOA are the several other departments, agencies, boards, and commissions of the state of Arizona. Throughout all departments there can be found IT teams with strong understanding of the processes of the state, with a passion for creating and maintaining systems that allow the business of the state to be performed everyday.

Promote Transparency and Integrity

From the planning phase forward the focus on development in new paradigms starts with transparency. Each program is built to have transparent features that allow citizens to more clearly understand the workings of government.

MARK MASTERSON

"GITA IS MOVING STRONGLY IN A DIRECTION TO MAXIMIZE THE RESOURCES OF THE STATE AND RECONFIGURE ITS TECHNOLOGY PARADIGM AS PART OF THE SOLUTION TO THE STATE'S CONSTRAINED BUDGET RESOURCES. ARIZONA HAS A FEDERATED SYSTEM OF STATE AGENCIES. HOWEVER, THE REALITY IS THAT AT LEAST IN THE AREA OF TECHNOLOGY THE MOST EFFICIENT ALLOCATION OF RESOURCES AND MONEY SAVINGS COMES FROM CONSOLIDATION, BUNDLING PURCHASES AND SPREADING A CONSISTENT ARCHITECTURE OVER THE ENTIRE STATE'S IT STRUCTURE SUCH AS IN THE AREA OF EMAIL AND DATA MANAGEMENT. THIS IS THE DIRECTION THAT THE STATE'S IT NEEDS TO PURSUE, AS OTHER STATE GOVERNMENTS ARE DOING NOW."



GITA DEPUTY DIRECTOR & DEPUTY STATE CIO

Ongoing and Successfully Completed Projects of FY2010.

There are a wide range of IT projects around the state, each with a specific issue being addressed. Each team commits itself to the successful completion of each project within a timely manner and with an efficient use of resources.

Creation of ARRA Website – Saving Taxpayers Money and Providing Citizens and Businesses Important Information

Using transparency as the key factor in achieving success in this plan, the State of Arizona delivered on the American Recovery and Reinvestment Act (ARRA) website project. This website tracks the taxpayers' funds that are moved through the American Recovery and Reinvestment Act and are coming to Arizona. This website tracks the dispersal and use of those funds. The ARRA website, which is managed by the Arizona Department of Administration (ADOA) and hosted in the ADOA data center, has been completed and is operational. This project saved taxpayers money when GITA recognized that the tech-

AZ.GOV IS EXPANDING CONSTANTLY AND ADDING MORE TO ITS PORTFOLIO OF SERVICES SUCH AS THE RECENT ABILITY TO PURCHASE ARIZONA HUNTING AND FISHING LICENSES ONLINE. BY MAKING GOVERNMENT SERVICES AVAILABLE THROUGH THE CONVENIENCE OF THE INTERNET, AZ.GOV STREAMLINES STATE AGENCY PROCESSES, MAKES GOVERNMENT MORE EFFICIENT AND REDUCES THE COST OF GOVERNMENT TO THE ARIZONA TAXPAYER.

ANDY MILLER

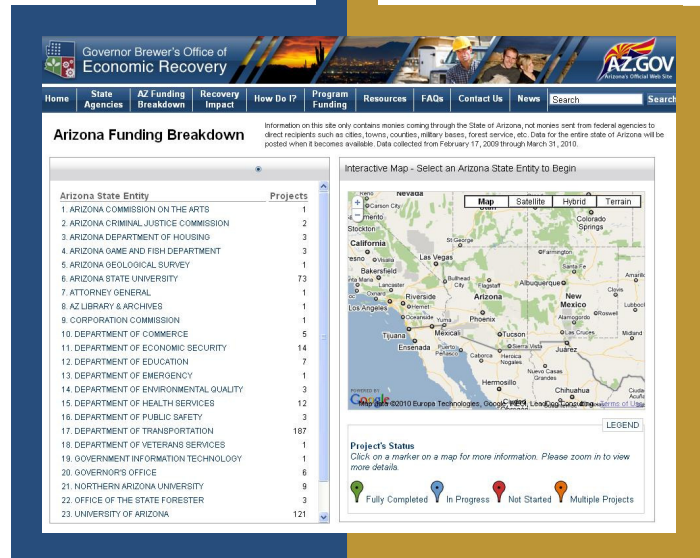
*DIGITAL GOVERNMENT SERVICES
MANAGER/WEB PORTAL MANAGER*

nology contract language with the selected vendor allowed the state of Arizona to utilize software already created by the same company, for the same purpose. By seeking resourceful ideas in efficiency, the starting point for the software creation was much further down the line and resulting in software cost savings for taxpayers. The time savings of eight weeks helped to meet the deadline providing cost-effective service to citizens sooner than anticipated.

ARRA Website – Creative Use of Mapping Technology to Assist Citizens and Helping Arizona’s Economic Recovery

In an update to its ARRA reporting site, the state of Arizona introduced a Google Maps visual interactive tool so that citizens could see from a visual perspective where the ARRA dollars were going that impacted Arizona.

The January 2010 Good Jobs First report specifically noted: “Among the states with the most extensive project details are Arizona, Illinois, Maryland and Minnesota. Arizona has a nice arrangement in which the project details appear in a separate panel alongside the map rather than being superimposed, which on some state maps impairs readability.”



The specific link to Arizona’s ARRA mapping page is:

<http://az.gov/app/trans360/start.xhtml?conversationPropagation=join>

As a result, the innovative use of Arizona’s mapping tool display helps citizens understand what is happening with and provides insight into their tax dollars and what economic opportunities may be available to them through federal ARRA grants. This includes job opportunities such as transportation, construction, educational, and job training grants for citizens.

Producing a website that is as user friendly as possible allows Arizona citizens to make the most of their time on state library websites while seeking economic solutions that meet their needs. The Office of Economic Recovery’s website (<http://az.gov/recovery/>) can often be the place where citizens begin their search and where Arizona librarians direct citizens to start.

Arizona Redesigning All State Agency Websites · for Easier Use by Arizona Citizens

Website design is a major vehicle for citizen interaction with government, and will become increasingly more important as the place where citizens meet their government. The state of Arizona has undertaken a major initiative to redesign all the state's websites to give them a similar look and feel. This makes it easier for citizens to find available resources. Ninety state websites have already been redesigned, giving them a modern focus with a "branded" theme. An additional 42 state websites are remaining in the project to be redesigned. Websites for most of the largest state agencies have already been completed. These Arizona website redesigns can be seen at http://www.azgita.gov/digital_gov/redesigns/.

***E-Rate Program – Providing more money for Arizona's Schools and Libraries by Assisting in the E-Rate Application Process***

Legislation was passed during the most recent legislative session creating the Statewide E-Rate Program that will assist Arizona schools and libraries in applying for E-Rate reimbursement dollars. This program is funded under the federal Universal Service Administrative Company, that administers the Universal Service Fund. The Schools and Libraries Program of the Universal Service Fund makes discounts available to eligible schools and libraries for telecommunication services, Internet access, and internal connections. This program is intended to ensure that schools and libraries have access to affordable telecommunications and information services. The program reimburses telecommunications, Internet access, and internal connection providers for discounts on eligible services provided to schools and libraries. While schools and libraries apply for these discounts, USAC works in conjunction with service providers to make sure these discounts are passed on to program participants. The process to apply for E-Rate can be difficult and the E-Rate program will assist schools and libraries. It is estimated that Arizona schools and libraries could receive an extra \$25 - \$60 million each year in E-Rate reimbursements from USAC.

CopperList Launched to Maximize Use of State Owned Computer Equipment and Save Taxpayers' Dollars

Arizona's challenging economy has put greater pressure on Agency CIOs to make the most of technology funding. Over the past several months, many agencies have voiced a desire to establish a simple process that allows efficient transfer of excess IT hardware between state agencies. While some agencies have hardware assets sitting idle, other agencies have hardware needs but lack the resources to make new purchases. In order to meet this need, GITA has recently launched a pilot online web application that is designed to provide just that.

CopperList will help state agencies list and discover IT hardware that is available for transfer to other state agencies. The CopperList site is similar in concept to other online classified ad sites, such as craigslist. CopperList is available to employees of the State of Arizona who have been authorized by their Agency CIO. Agencies desiring to purchase IT products should check the CopperList site prior to moving forward with a new purchase. Similarly, it is recommended that agencies make available to other agencies their excess equipment that has not reached the end of useful life. The result is a reduction in overall State cost for hardware purchases.



Renegotiating Software Contracts to Save Taxpayers Money

GITA has begun renegotiating existing IT contracts in light of severe budget constraints and reduced numbers of employees. The state's largest software vendor, recently completed renegotiating its contract by reducing the number of unused licenses to the state saving approximately \$1,500,000 over three years.

IT Project Management Improved

Based on agency comments the Project Investment Justification (PIJ) process and monitoring has been completely revamped. The PIJ process is used to approve all IT projects budgeted over \$25,000

for the state of Arizona. Previously it was a one-size fits all approval form.

The new process is risk based: low risk projects are fast-tracked with a simplified form while higher risk projects go through a more relevant process.

The new monitoring process is modeled after the PMI (Project Management Institute) lifecycle management, including project phases, check points, metrics and risk mitigation strategies. A new standardized project management software tool has been instituted

across all agencies that grades and tracks progress on projects so that senior management can more fully understand project progress and manage accordingly.



Expanding the Use of the State Web Portal – Fish and Game Joins Portal Improving Arizona’s Tourism Industry

Many agencies are taking advantage of the state’s web portal. Many government transactions such as licensing, fees and permits can now be done online saving taxpayers’ time and expense. Game and Fish’s hunting and fishing licenses are now available through the internet. This is a huge benefit to Arizona’s tourism industry as more out of state hunters and fishermen choose to visit the state.

Improving Arizona’s Broadband – Helping Arizona’s Economy, Healthcare, Education and Quality of Life

The State of Arizona received a \$2.3 million grant from the U.S. Department of Commerce in 2010 to map the state’s broadband capabilities and for planning the state’s future broadband needs. This

map will be updated on a semiannual basis. Citizens, businesses, local governments, research organizations and other interested parties will have access to this data to help understand broadband options available to them and in determining future broadband needs of the state.

GITA's Director and State CIO Chad Kirkpatrick chaired the Arizona Broadband Advisory Committee (ABAC) which reviewed and gave insights to the Governor on over 100 broadband grant applications made to the federal government. Governors were asked to give comment to the U.S. Department of Commerce on federal grant applications impacting their states.

So far, over \$56 million in broadband grants have been awarded impacting the state of Arizona. The Arizona State Library received a \$1.3 million grant for 1,000 computers in 84 libraries throughout the state of Arizona. This grant allows libraries to extend their reach to more than 450,000 underserved citizens of Arizona.



The Navajo Tribal Utility Authority (NTUA) has been awarded an approximately \$32.2 million federal grant through the American Recovery and Reinvestment Act (ARRA) of 2009 by the U.S. Department of Commerce's National Telecommunications & Information Administration (NTIA) Broadband Technology Opportunities Program (BTOP). This grant, along with partial matching funds, will provide "middle mile" and "last mile" broadband infrastructure access to the Navajo Nation. NTUA expects this new telecommunications infrastructure will spur more affordable Internet service for as many as 30,000 households, 1,000 businesses, and an additional 1,100 community institutions, including public safety, health, social services, and emergency care facilities.

The Mission Economic Development Agency (MEDA) received a multi-state grant that includes providing 75 computers to three community centers in Phoenix operated by Chicanos por la Causa. This project is designed to address Latino unemployment through microenterprise development leading to job creation. The use of these computers will be multifunctional. Entrepreneurs who wish to start businesses will be provided with the information, advice and technological access to the internet to start their enterprises.

The Tohono O'Odham Reservation received a \$3.6 million grant and a \$3.6 million loan from the U.S. Department of Agriculture to construct a digital network to replace dial-up services. The Tohono

O'Odham Reservation is the second largest reservation in the U.S. in land size after the Navajo Nation. Additional broadband grant awards benefitting Arizona are expected to be announced in 2010.

The State of Arizona has been awarded a \$1,646,936 grant from the U.S. Department of Commerce to fund 200 Virtual Workforce Workstations and 28 Arizona Job Help Hubs for education and career training in public library locations throughout the state.

The San Carlos Apache Telecommunications Utility, Inc. (SCATUI) has been awarded a \$10.5 million grant/loan that will provide fiber-to-the-premise (FTTP) service to the San Carlos Apache Reservation in Arizona. Over 6,000 people, 20 businesses, and 50 community institutions including emergency service personnel, a hospital and facilities that are currently unserved stand to benefit.

Hopi Telecommunications Inc. (HTI) has been awarded a \$3.6 million grant/loan that will connect Jeddito, Arizona with existing broadband infrastructure more than 60 miles away. In addition, HTI will connect currently unserved residents of Jeddito and Spider Mound. Over 7,000 individuals stand to benefit, as do dozens of businesses and more than 20 community institutions.

State's Security Monitoring System Enhanced

An MOU was drafted which allows the AZNet staff who monitor the cyber health of the state's network infrastructure, to automatically shutdown impacted services of an infected agency for specific "critical" incidents in order to prevent data breaches from spreading to other agencies. This "disconnect" methodology has resulted in the creation of uniform risk and escalation ratings.

The Statewide Information Security and Privacy Office (SISPO), part of GITA, has also created and implemented a new standard risk reporting structure to streamline the security reporting process. A recent partnership with the Arizona Department of Administration created and now maintains a central statewide incident management system.

Public Safety Interoperable Communications – Communications Assets Mapping Tool and Outreach Program

Public Safety Interoperable Communications has been advanced to better protect the public and coordinate disaster preparedness among the many public safety agencies in Arizona. A recent grant to Phoenix was placed by MOU with GITA that allows the entire state to create a Communication Assets Survey and Mapping tool. PSIC has created a new outreach program. As a result more cooperative results are occurring in state interoperability planning. This outreach program was highlighted in a Homeland Security newsletter as a national model.

Arizona Statewide IT Goals

IT Goal 1: Efficiency and Cost Savings

The commitment to improve efficiency and reduce costs continues to be the major priority for all agencies. This will be accomplished by focusing on the following areas:

- 11 Resource Optimization** – Evaluate and implement virtual technologies, power management, and service consolidation with vendor and agency partnership.
- 12 Data Center Consolidation** – Continue the process of migrating agencies to a common data center to reduce IT footprint, thereby reducing costs and improve manageability of the IT infrastructure of the State.
- 13 Hardware / Software Recycling** – Share hardware and software surpluses among state agencies instead of making new purchases, utilizing the new Statewide IT Asset Management System to determine opportunities for such collaboration and prevent wasteful expenditure. Simplify the exchange process by making information available to all agencies in a timely manner.
- 14 Cloud Technologies** – The state is actively evaluating Software as a Service (SaaS) and Infrastructure as a Service (IaaS) business models to support the consolidation initiatives. Low upfront costs and relatively lower infrastructure maintenance challenges are the compelling drivers for this effort.
- 15 Process and Standards Analysis** – Processes and functions that are either duplicated or repeatable are being streamlined for improved efficiencies and ease of interaction within government. This is being pursued in the areas of Document Management, Geographical Information System (GIS), and Public Safety and Interoperable Communications (PSIC).



IT Goal 2: Enabling the Private Sector

Providing an environment for the establishment of businesses and supporting growth is key to supporting and sustaining the economic recovery. The state is committed to public and private partnerships by increasing collaboration amongst IT departments, management and vendors to effectively support the following initiatives:

- 2.1 ***Citizen-Centric Commerce*** – Continue to improve and provide e-Licensing capabilities through the State Web Portal which expands the ability for business to register in Arizona and migrate agencies to the Statewide online e-Procurement system for managing and supporting all transactions.
- 2.2 ***Broadband Enhancement*** – Provide broadband technology to connect individuals and businesses in rural Arizona and bridge the technology gap between different communities across the state. Broadband mapping and planning exercises are underway as part of this drive.
- 2.3 ***Collaboration*** – Collaborate with private industry on services that are for at the public with innovative self funding business models for service delivery.
- 2.4 ***Smart Analytics*** – Adopt a centralized data approach and deliver proven flexible services to citizens by improving the registration process and reducing multiple stops at various agencies to start a business.

IT Goal 3: Citizen Engagement

Responding to increased expectations, governments are interacting dynamically with citizens and in ways that were unimaginable even a few years ago. Using tools from the realm of social media and mobile technologies, citizens and governments are shaping the future in near real time. The public now has the tools to influence the decision making process in government.

- 3.1 ***Government 2.0*** – Provides an opportunity for citizens to develop applications for the state through the “Apps for AZ,” project that is geared towards the community, helping the government to respond to specific needs and concerns of the citizens in a more customized manner.
- 3.2 ***Transparency*** – Utilize technology to provide visibility into processes and information through web portals, search engines, and community specific virtual locations to save time and cost for all while interacting with government. Focus on the goal of providing a one-stopshop for government services. Provide visibility into utilization and spending of all government funds with a view to using the same approach towards state expenditures.

IT Goal 4: Government Effectiveness

Effectiveness is measured by outcomes of projects within expected time, cost and quality metrics. Government programs are expected to respond accordingly.

- 4.1 Public Safety Interoperable Communications (PSIC)** – Enable interoperability of communications among all first-responder government agencies for improved responses during public safety related incidents.
- 4.2 Geographical Information System (GIS) – AZ3D** – Leverage statewide geospatial investments to create the infrastructure for secure, government only, geospatial data and GIS services sharing. Deploy simple, accessible applications to visualize geospatial data.
- 4.3 IT Project Management Re-engineering** – Increased emphasis on following best practices in Software Development Life Cycle (SDLC) using Project Management Institute (PMI) methodologies, and Information Technology Infrastructure Library (ITIL) and Capability Maturity Model Integration (CMMI) standards. Implement a statewide project planning, tracking, monitoring and reporting system to deliver projects to meet the highest standards of user experience.
- 4.4 Advance Statewide IT Infrastructure** – Broadband mapping and planning is geared towards providing the same level of internet services in rural Arizona as is available in metropolitan areas. Adequate broadband for individuals and businesses in rural areas is critical to economic growth and development, while improving education, rural healthcare, public safety and quality of life for rural Arizonans, including many Native American tribal members.



IT Goal 5: Security & Privacy

As custodians of citizens' data, the state cannot compromise on security and privacy in IT. Resources are focused on prevention of breaches by enforcing proactive controls and having robust disaster recovery and continuity of operations plans in the event of an incident. Legal compliance with HIPPA, ARS and other similar statutes are strictly enforced to protect sensitive information. The following controls are in place to accomplish this goal:



- 5.1 Strategic Development** –Policies and Standards are to be adopted and fine-tuned at appropriate intervals to address new challenges in the area of IT Security and Privacy. Long term risk based strategies are promoted based on principles that are governed by industry best practices along with the use of automated tools to mitigate threats.
- 5.2 Alignment with Business Initiatives** –Formulate appropriate governance based on qualitative and quantitative risk assessment for different programs with emphasis on those relating to HIPPA, Protected Health Information (PHI) and critical infrastructure.
- 5.3 Data Protection** –Securing state infrastructure with monitoring and control mechanisms. Maintaining an operations detail with this level of security involves an Incident Management system.
- 5.4 Continuity of Operations (COOP)** – Support initiatives that include IT Disaster Recovery Plans (DRP) that align with Business Continuity Plans (BCP) while solidifying preventive, detective and corrective measures.

State Trends – Moving Forward

Continuing to promote and encourage fiscal resourcefulness in technology has remained the top priority for GITA. Creating an atmosphere that fosters creativity has developed the opportunity to utilize efficiency to achieve growth. Through this we advance a short list of ideas and opportunities that have been highlighted at GITA:

Data Center Consolidation – Making State Government More Efficient

Consolidation of the numerous agency server farms to a common data center, when fully realized, will save Arizona taxpayers millions of dollars per year. There is currently an increase in the number of state agencies going through the evaluation migration process to house their IT in common data centers.

Data Classification

Data classification as a part of Information Lifecycle Management (ILM) process is a tool for categorization of data to enable and help organization to effectively answer following questions:

Qualitative:	What type of data is available?
Geographic:	Where certain data is located?
Security:	What access levels are implemented?
Privacy:	What protection levels is implemented and does it fit to classification policy and standards?
Retention:	When can the data be deleted or destroyed?
Quantitative:	How much data exists and how much is appropriate?

When implemented it provides a bridge between IT professionals and process or business application owners. Data classification has typically been a manual process; however there are many tools from different vendors that can help gather information about the data.

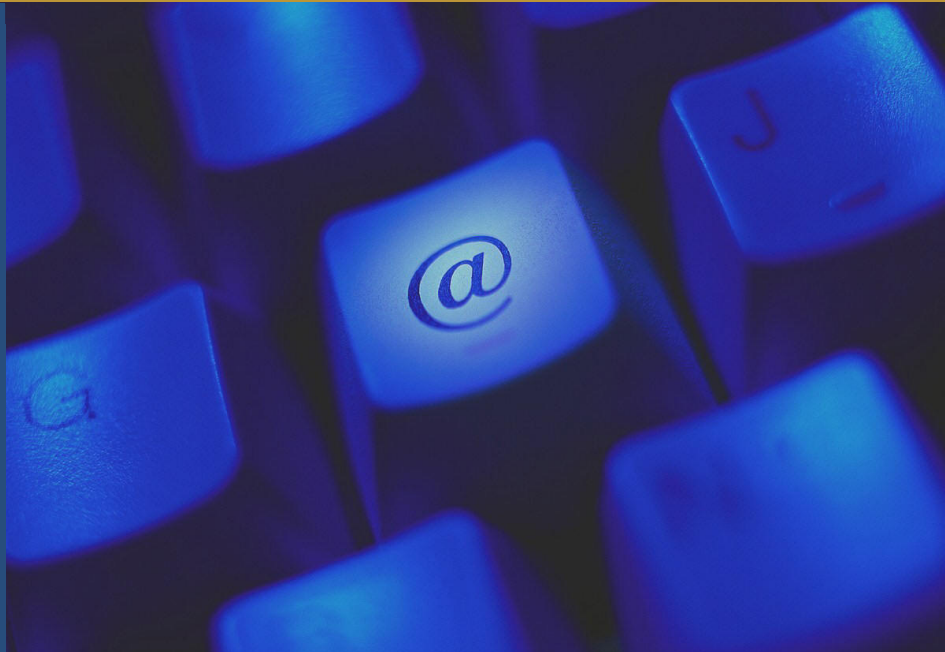
Ultimately the state of Arizona spends millions of dollars to store information, and without proper classification data continues to be stored into perpetuity. The cost of the storage of unnecessary data which is not required collectively between agencies, boards, and commissions could be in an exorbitant amount, at a time when solid budgeting counts.

Technology Optimization – Making Government More Efficient

Optimize the State of Arizona's IT strategic assets. Each agency has some level of hosting or IT service provisioning capability. This creates an opportunity to significantly reduce cost, improve service quality and availability through a state wide view of IT optimization. The goal is to increase asset utilization thus lowering cost. In the current environment agencies, boards and commissions have difficulty keeping technology current and still focus on providing new customer facing services.

Email Consolidation and Directory Services

A single directory for the states' agencies, boards and commissions email services does not exist. The resulting risk is the inability for effective command and control in emergency situations, loss of productivity due to agencies not communicating with each other, and increased cost to the state. Currently there are several different email systems deployed in the agencies, boards and commissions. A comprehensive review and analysis of available enterprise solutions was undertaken and an evaluation is underway to study the savings and other impacts to state government on consolidating its email systems.



Making It Real

Through partnerships and interagency collaboration over the past year we have identified the necessity of seven key areas that are vital to success in state technology and focus our energies on achieving our goals: **Standardization, Virtualization, Efficiency, Customer Satisfaction, Project Management/Risk Management, Social Media/Networking and Security & Privacy.** As state IT professionals we have identified a more holistic approach moving our systems in more unified direction.

Standardization – Building systems where more units can take advantage of the cost benefits, not just large agencies, but many of the smaller operations that currently must work with outside vendors at a near retail level cost point.

Virtualization – Creating an environment that fosters designing and achieving deliverables everywhere your work may lead you.

Efficiency – Entering into the world of centralized management, we move away from a system where disparate designs need more costly customized maintenance.

Customer Service – Centralizing Help Desk units that covers multiple departments and lowers overall costs. The reaction times for issues and concerns would be radically lowered.

Project/Risk Management – Collaborating with differing project teams across several agencies. Teams can be created by the talents they bring to the table to achieve broader goals for the state. This allows the monitoring of individual projects to become more clear and transparent.

Social Media/Networking – Increasing Citizen to State Interaction and Intra-State Agency Networking creates a larger pool of ideas and understanding never before achieved. Customer service, efficiency and transparency are elevated when peoples' ideas and thoughts are considered in achieving our goals.

Security & Privacy – Focusing on centralization allows the state to set the bar higher on physical and electronic security. As groups now tend too many different systems, the resources utilized to resolve such events are stretched across different areas. When these systems are centralized, the ability to build multiple layers of depth and defense to protect the information of the citizens of Arizona is enhanced.